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## Trident - February 2014

Arthur A. Dugoni School of Dentistry

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## COMMITTEE CHAIR'S REPORT

*Kimberly Mahood, Class of 2010*

Happy New Year I hope that each of you had a wonderful holiday season with your family and friends!

We welcomed the Class of 2015 at a picnic in Hellman Meadows in Golden Gate Park on Saturday, August 17, 2013. Food, games, and camaraderie were plentiful on a sunny, not overcast summer day in the City!

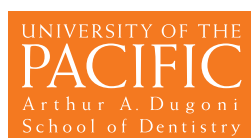
The 3rd Annual Dr. Arthur A. Dugoni Orthodontic Graduation Symposium and Dinner held on Friday, September 27, 2013 was a huge success. We were so fortunate to have Dr. Dan Grauer as the featured speaker with his informative lecture, "Winds of Change in Clinical Orthodontics in Both Lingual and Labial Direction." The graduating residents, the Class of 2013 also presented their research projects during the lecture portion of the event. The City Club of San Francisco was the location for the dinner festivities where the graduating class of residents celebrated their graduation with the faculty, staff, family and friends.

### EDITOR

Jetson Lee

### CONTRIBUTORS

Robert Boyd  
Steven Dugoni  
Jonathan Gluck  
Katherine Kieu  
Kimberly Mahood  
Lloyd P. Nattkemper  
Heesoo Oh  
Jesse J. Punch  
Maureen Valley  
Jennifer Yau



*Happy campers at Hellman Meadows in Golden Gate Park.*

## COMMITTEE CHAIR'S REPORT (CONT'D)



*Members of the Classes of 2013, 2014, and 2015 enjoy food and drink.*



*Above: Class of 2013 with Drs. Boyd, Grauer, Baumrind, and Oh after symposium.*

*Left: Drs. Art Dugoni with son Steven (Class of '81), grandson Aaron Rouleau (Class of '13), and son-in-law Bert Rouleau (Class of '82).*



## COMMITTEE CHAIR'S REPORT (CONT'D)



*Left: Drs. Boyd, Ferrillo, Redmond, and Grauer. Photo courtesy of Delumpa Photography*

*Below: Class of 2013: Drs. Nadim Guirguis, Jeong Rae Cho, Victor Lee, Ji Hyun Ahn, Ehsan Karimian, Aaron Rouleau, Arash Abolfazlian, and Kenny Liu. Photo courtesy of Delumpa Photography*



*Dr. Birte Melsen*

At the 2013 PCSO Annual Session, the Alumni Reception was held on Friday, October 18, 2013. It was great to see many of our fellow alumni at this event at the Marriott Marquis Hotel in San Diego, California.

2014 looks to be an exciting year with many events for our alumni to catch up and reconnect with one another. The 28th Annual Frederick T. West Lecture will be held during the dental school's Alumni Meeting on Friday, March 7th at the Fairmont Hotel in San Francisco. Dr. Birte Melsen will be the speaker for the day and her lecture is titled, "Can Aesthetics and Biomechanics Be Combined?" There will be an Alumni Reception at 155 Fifth Street from 6:00-8:00 pm, with shuttle buses available to transport members to the reception from the Fairmont Hotel. Please join us after the lecture at this reception at the new dental school.

The Alumni Reception at the 2014 Annual Session of the American Association of Orthodontists will be held on Saturday, April 26 from 6:30 to 8:00 pm at the Hilton New Orleans Riverside in the Napoleon Ballroom. Please watch your email for an Evite invitation. We hope to see many of you during the meeting and at the reception.

## COMMITTEE CHAIR'S REPORT (CONT'D)

The 4th Annual Dr. Arthur A. Dugoni Orthodontic Graduation Symposium will be held on Friday, September 26. We are excited to have Dr. Peter Buschang as the featured speaker for this year's graduation event. Please save the date for this lecture and the dinner that follows that celebrates the graduating class of residents.



*Dr. Peter Buschang*

The events listed above are made possible with assistance from your membership dues. I would like to extend a huge thank you to those that have joined our alumni association and I hope that you consider renewing your membership this year. If you have not joined in the past, I encourage you to

consider joining our alumni association. In addition, if you are interested in making a donation to our chapter, please e-mail me so that I can forward you the information to help you make a contribution. At this time our chapter is specifically looking for donations to assist in the repayment of a pledge to the AAOF that was made in 2010 during their fundraising campaign. I understand that many of our alumni have made individual contributions to the AAOF, however, if you have not and would like to do so or if you would like to make an additional contribution, please contact me for information on how to assist our chapter with this pledge.

Lastly, in preparation for the department's Accreditation Site Visit in October of this year, the department and the alumni chapter have created an alumni survey for our most recent graduates. For the alumni that graduated in 2009, 2010, 2011 and 2012, please look for this survey in your e-mail. We are hopeful that this survey will provide the department and alumni chapter with valuable information to continue to improve our programs. We truly appreciate your participation in this survey and thank you in advance for completing it prior to March 1.

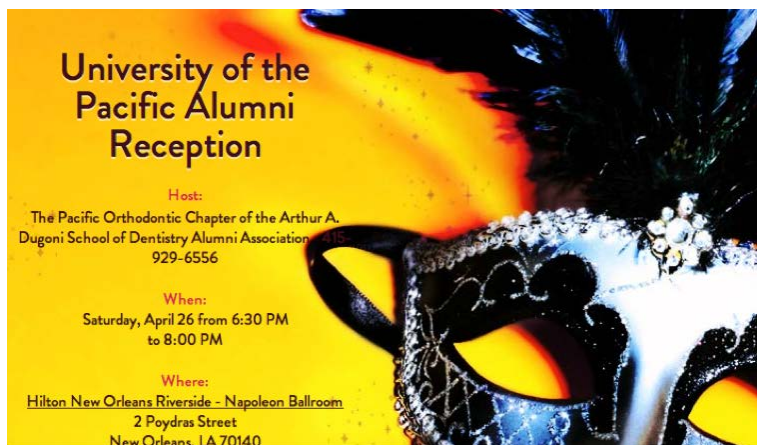
I hope that you each have a wonderful 2014 and look forward to catching up with you at our many upcoming events! Please feel free to contact me at [kimberlymahood@gmail.com](mailto:kimberlymahood@gmail.com) with any questions or concerns or if you would like to become involved with our chapter of the alumni association.



*Alumni reception will be held at the new dental school at 155 Fifth Street.*



*Alumni Reception will be held at the Hilton New Orleans Riverside.*





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## DEPARTMENT CHAIR'S REPORT

*By Dr. Robert Boyd*

Welcome again to this issue of the Trident.

So many great things are happening at Pacific! Most important will be the opening of the beautiful and state of the art new dental school on Fifth Street. I served on the committee which designed it over the past three years, and I can tell you that there is not another school like it. We had the benefit of looking at all the new schools that have been built over the past decade or which are being constructed now. Our new orthodontic clinic will increase from our present 19 chairs to 24 chairs with larger individual operatories and state-of-the art digital technology. Please look in this issue of the Trident and visit our school's website for more details.

I am hoping as many alumni as possible will come to our annual Fred West Lecture and school dedication on Friday, March 7 and the annual Legacy Ball on Saturday, March 8. Our speaker this year is Dr. Birte Melsen who is one of the leading authorities in the world on biological considerations of fixed and removable appliances. She will focus on helping us understand how appliances and force systems can be designed more effectively and efficiently while still staying within biological limits.

Our graduation day speaker will be Dr. Peter Buschang who you know from his many publications on the clinical effects of orthodontic treatment. Dr. Buschang is the director of research at Baylor University's Orthodontic Department.

To give you all an idea how popular orthodontics has become as a career path, this year we had more than 300 completed applications, which demonstrates that many understand just how dynamic is the field we are in, especially with all of the exciting new innovations in orthodontics.

Our department's research programs reflect the many developments in orthodontics today. For example, in our Craniofacial Research Instrumentation Lab under Shelly Baumrind, Heesoo Oh and Joorok Park (see [www.cril.org](http://www.cril.org) for more info) we are now actively involved with conducting studies of intraoral scanning; expanding the AAOF-sponsored Legacy Collection database (see AAOF Legacy); evaluating better methods of using and measuring CBCT radiographs; and studying in three dimensions the effects on tooth movement by Invisalign (TM), and soon, other appliances. Dr. Joorok Park is developing ways to improve the success rate and scope of treatment of TADs. As many of you may know, Invisalign will be launching new and improved clinical performance features for treating deep overbite, as well as easier-to-use software, which will be released around the end of February. I was very proud to be a part of this new series of innovations.

Back in the 1960s and 1970s, Art Dugoni began developing a set of new orthodontic methods. Further work and refinement was continued by his son, Steve Dugoni as well as our Mixed Dentition Clinic and several private practices of our faculty. Pacific's almost 50+ years of experience in developing the "Dugoni Methods" are nearing completion with a series of studies showing the effectiveness of early orthodontic treatment in sharply reducing the incidence of premolar extractions and getting improved results with Class II correction.

Bob



## PROGRAM DIRECTOR'S REPORT

*Heesoo Oh, Class of 2005*

### *What is coming in 2014?*

Our department is very excited to start the new year. This year, we are waiting for two very important events: moving to a new school building in June and the accreditation site visit scheduled for October 28–30. We have planned a department faculty meeting with a roundtable discussion workshop for a half day in April to share logistical details for the move and the visit.

During this busy time of the year, I want to make sure you don't miss the opportunity to see our new home during the Alumni Association meeting and Fred West lecture on March 8. Not only will there be a great celebration, but there will also be a tour of the new school building during the Alumni event. In addition, our Fred West speaker is Dr. Birte Melsen, an internationally acclaimed scholar who has contributed immensely to the orthodontic literature.

We have also been diligently preparing for the accreditation visit. I would like to thank our department's self-study group faculty members for helping me prepare the accreditation self-study report. It has been a long journey since our first meeting in December 2011, and I would like to express my special thanks to Dr. Joorok Park (Class of 2008) and Kimberly Mahood (Class of 2010) who have helped me prepare the self-study report and collect evidence documents. In addition, Dr. Park worked on the construction of our Sakai course site and Dr. Mahood organized the department's Google calendar and coordinated other forms of communication between faculty, residents, and staff. I believe this preparation process has enabled us to carefully look at and evaluate many aspects of our program. In February, we will have a mock site visit where Dr. Orhan Tuncay, the former chair of the orthodontic program at Temple University, will serve as a site visitor.

Dr. Kimberly Mahood sent out an alumni survey to our recent graduates from the Classes of 2008 through 2012. Please send your feedback to us. Your feedback is very important!

I am very proud of our recent graduates, the Class of 2013. Ehsan Karimian passed the ICE exam, while Jihyun Ahn and Victor Lee successfully banked five cases last November and are now each preparing to submit their final sixth case. The remaining graduates are finishing their cases and are planning to take the August exam this year. We enjoy seeing them periodically! It has been a joy to hear about their personal and professional experiences after residency. I believe the ABO has given us a great opportunity to build strong bonds and lifelong relationships between our graduates and the department.

Our second-year residents have started a very busy quarter that involves preparing for the ABO written exam in early April, as well as continuing to carry out their current clinical and didactic duties. Many other academic events also await them, such as the AAO meeting in New Orleans, 10-year retention presentations, research talks and oral exams. However, we will still make time to have some fun together — faculty and all of the second years are invited to attend Asilomar weekend February 21–22. I am looking forward to meeting our graduates from the Classes of 1984, 1994, and 2004 this year.

I hope to see many of you in Asilomar!



## PROGRAM DIRECTOR'S REPORT (CONT'D)

Meanwhile, our first-year residents have been getting their hands dirty in the clinic by each starting approximately 20 new patients, a good number of which are potential ABO cases. At the same time, they are also digesting basic orthodontic knowledge and starting their research projects.

Finally, I would like to introduce our new incoming residents, the Class of 2016. They will be the first class to start their residency program in our new state-of-the-art clinic at 155 Fifth Street.

*Tarek Abousheta (USC 2012)*

*Benjamin Chiou (University of Pittsburgh 2014)*

*Ronald Chung (USC 2014)*

*Joosse Matthew (U Penn 2009)*

*Trevan Samp (U Penn 2014)*

*Laurie Shinn (UCLA 2014)*

*Armin Vahidnia (Pacific 2012)*

*Shana Vohra (Pacific 2014)*

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Data on file at Align: \*Compared to patients treated with aligners made with previous Invisalign material. N12679





## CLINIC DIRECTOR'S REPORT

*Maureen Valley, DMD, MPH, MS*

The finishing touches to the new facility at 155 Fifth Street are underway. On December 10, 2013, Deborah Marini (Orthodontic Clinic Manager), Johny Surenkov (Orthodontic Clinic Supplies and Sterilization Coordinator) and I visited the new school. We met with John Courtney from Nova Partners, Inc. (project management services) to tour the new clinic and make final suggestions. All three of us walked away with a sense of awe. The building will certainly be a much different experience than 2155 Webster Street, but its modern beauty right in the middle of one of the most vibrant areas of the city will be an exciting change!

The size of the clinic has increased. Instead of our current 20 clinic chairs, the new clinic will have 24 so that during the summer quarter all of our residents will have an operatory area of their own to work in. The western side of the clinic is floor to ceiling glass windows where light pours into the operatory areas and a view of the San Francisco Chronicle building and beyond can be seen. Each semi-private operatory space is streamlined with ergonomics, infection control and comfort in mind.

The learning spaces have also increased in size and become more flexible. The Orthodontic Department has a dedicated seminar room much larger than our current Room 121 where all three resident classes, faculty and staff will be able to fit. Our current Residents Room will be replaced with a larger Multipurpose Room where not only residents, but also faculty and staff can meet for afternoon huddle, discuss cases together and have a cup of coffee. This room can also double as a secondary seminar room if needed as the furniture includes modular tables that can be moved around. Other learning environments throughout the school for our residents and faculty will include small-group seminar rooms, which function as flexible instructional and group collaboration spaces.

I foresee clinic efficiency and productivity will increase. In the new clinic there will be a supply dispensary room, a soiled instrument room, a clinic gown room, two treatment coordinator offices, a semi-private staff reception area, a large lab area, a semi-private patient consultation area, a photography area and ample storage space.



*Dr. Maureen Valley, Johny Surenkov, and Deborah Marini tour the new clinic.*



*John Courtney, Johny Surenkov, and Deborah Marini look at new dental chairs.*

## CLINIC DIRECTOR'S REPORT (CONT'D)

It will be different, but in this case...change will be good and in just a few months we will be living the culmination of a vision created through a lengthy and carefully planned process involving the input of hundreds of people.

Please mark your calendar for Friday, March 7 from 6:00 pm to 8:00 pm when the dental school will host an evening Dedication Ceremony and Reception for the students, alumni and other distinguished guests at the new facility. Come and see the orthodontic clinic first hand!



*John Surenkov makes suggestions to John Courtney.*



*The west side of the new clinic with floor to ceiling windows.*

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*I came across this wonderful article written by Dr. Lloyd Nattkemper, editor of SmileLine, the Monterey Bay Dental Society's newsletter. This is a two-part article; Part One appeared in their Spring/Summer 2013 issue. Dr. Nattkemper has graciously allowed us to publish his piece in the Trident. I am certain that our readers will enjoy reading this as much as I did. Part Two will appear in the Fall Issue of the Trident.*

## DUGONI—PART ONE: SERVICE, LEADERSHIP AND THE HUMANISTIC MODEL

**By Lloyd P. Nattkemper, DDS**

### **How This Article Came About**

*I emailed Art Dugoni a couple of weeks after deciding upon the "Accomplished Dentist" theme for our Spring SmileLine issue. In the email I asked if he would be willing to write a few paragraphs about what had mattered most to him, what he felt were keys to success as a dentist, perhaps some glimpses about what has been most satisfying in his career. His response: "Lloyd, thank you for your kind and thoughtful e-mail. At this time my life is complicated both personally and professionally; as caregiver to Kaye my wife for 64 years, and dual medical situations, lack of secretarial support, etc. I would find it difficult to meet your request. However an alternative would be that you could interview me by phone or we could meet and you could author the article. Art"*



*Dr. Dugoni and Dr. Nattkemper*

*We decided upon meeting in his home. I expected to spend perhaps an hour with Art. Instead, he, Kaye and I shared breakfast for over an hour, during much of which he spoke about their years together, their family, and his early years at the University of the Pacific. Art and I then spent three and a half hours at his kitchen table talking. He shared his life and some of the keys to what has driven and inspired him. I took 12 pages of notes, and have 17 pages of transcription from portions of our interview. There is no way I would be able to adequately summarize all of what Art shared with me here in a single article. So here I will offer a glimpse of his life today, list some of his accomplishments (trust me, listing all of them would take several pages!), share some guidelines he offered so far as how he has conducted himself in leadership positions, and outline the philosophy of education he lives and breathes. I will follow this with another article, in the next issue, with some more personal insights from the interview. They are well worth sharing.*

### **Arthur A. Dugoni, DDS, MSD Today**

Art Dugoni turns 88 this June. While he still stands tall, still has a great smile, and still is sharp and aware as ever, he's not a kid anymore. He has some mileage on him. Many days of the week during his 28 years as Dean of the University of the Pacific School of Dentistry, (which he affectionately calls, simply, "Pacific") he left for work at 5 am, and frequently did not return home until 11 at night. His schedule, in his own words, "... was almost always full. Weekends included." He has been dealing with prostate cancer and the aftermath of various treatments for it over the past 12 years. It has been difficult for him to control his weight and maintain muscular strength because of side-effects of treat-

ment he has had. He spends a good measure of his day caring for Kaye, his wife and mother of their seven children—each of whom, in their own ways, are exceptional individuals. Kaye suffers from severe spinal stenosis, some visual problems, and early dementia. Art and Kaye moved to a retirement residence a few years ago, where there are many conveniences, a medical center, and a variety of planned activities. There are many interesting neighbors in the residence as well as a polite, hospitable staff. For almost anyone in Art Dugoni's shoes, all of the above would spell "enough." Where's the remote, honey?



*Art and Kaye Dugoni today in Palo Alto*

Not for this man. "I just made it a rule that every morning I would get up around 6:30 or so, and do 10 miles on the bike. Sometimes I do 11 or 12. Sometimes I might do 8, because I've got to get some place in a hurry." "When I'm watching television, I usually try to lift some weights." "I play golf almost every Sunday with my son Steven, which is a great joy of my life, being able to go out with Steve...last week was crazy, because I played Wednesday, Friday and Sunday. But could I do better than all that? Absolutely."

I asked Art if he is still setting goals. He replied that he is, but that he is frustrated. You see, he wants to set up a schedule with a physical trainer. But he maintains three days a week at Pacific—now U.O.P. Arthur A Dugoni School of Dentistry in San Francisco, as well as lecturing recently at Indiana, Marquette, Roseman, and Midwestern Dental Schools... "all of these have interfered with me controlling my own life...I am going downstairs to our fitness center Monday with my appointment book and setting up four sessions a week with my trainer. That's the #1 goal." Another goal: spend more meaningful time with Kaye. In his words, "All of my life, she has been there for me and for our family. It's time I am there for her." And another goal: "I'm also in the process—with an author—of writing a book...we're deep into about 7 chapters now." The book will be about his life, but more, who and what shaped him, his mentors, his philosophies.



*Art and Kaye's first dance 68 years ago*

Art spends the balance of his days and nights, when not caring for Kaye or with family, continuing an active role in organized dentistry, dental education and in a multitude of leadership roles. He is determined to expand himself and to provide a positive influence in our profession, and particularly dental education, for as long as he lives—and as I've shared above, to actively take steps to maintain his



*Wedding day for the young naval officer and his wife*

health, so all that is possible. During the Saturday morning I spent with him, he received two phone calls from young dentists who were having difficulty making important decisions regarding career and practice. He arranged time with both to talk the following week. He continues an active role as Dean Emeritus, Professor of Orthodontics and as Senior Executive for Development at the dental school—his dental school—making himself available as much as possible for this institution which owes its unique blend of true collegiality, cutting-edge educational paradigms and technologically innovative clinical facilities to his efforts and vision. His schedule is still full. Weekends included.

### **Career of Service**

*A highly-abridged list of Dr. Arthur A. Dugoni's accomplishments:*

- ❑ Valedictorian, St. James High School (1943)
- ❑ US Navy—WW II; USMC—Korean Conflict (as dental surgeon)
- ❑ Valedictorian, College of Physicians and Surgeons (1948)
- ❑ Diplomate, American Board of Orthodontics (1970)
- ❑ Professor, Orthodontics and Chairperson, Dept. of Orthodontics—P & S (UOP)
- ❑ Dean, University of the Pacific School of Dentistry (1978-2006)
- ❑ President, California Dental Association (1982)
- ❑ President, American Board of Orthodontics (1985)
- ❑ President, American Dental Association (1988-89)
- ❑ President, American Association of Dental Schools (1994-95)
- ❑ President, American Dental Association Foundation (2003-2010)
- ❑ House of Delegates, CDA (1958-)
- ❑ House of Delegates, ADA (1965-)
- ❑ Honorary Chair, ADA Foundation campaign "Our Legacy—Our Future"
- ❑ Dr. Irving Gruber Award for Excellence in the Advancement of Dental Education (1997)
- ❑ List of Honour, (limited to 30 individuals worldwide)
- ❑ World Dental Federation (FDI) (1998): Art has participated for over ten years in restructuring of the FDI, and in creation of multiple programs to "enhance oral health and dental education in under-developed and developing countries"
- ❑ American Association of Orthodontists Foundation Award (1999)



- ❑ Lifetime Achievement Award, Pacific Coast Society of Orthodontists (2007)
- ❑ Distinguished Service Awards from (this is a partial list): California Dental Association, Pierre Fauchard Academy, American Dental Association, American Association of Dental Schools, California Association of Orthodontists, Dale F. Redig Distinguished Service Award (CDA)
- ❑ Fellowships (partial list): American College of Dentists, International College of Dentists, American Academy of Pediatric Dentistry, National Academies of Dentistry, Pierre Fauchard Academy, American Academy of Oral Medicine
- ❑ Over 1,000 professional presentations
- ❑ Over 175 publications
- ❑ Multiple programs and innovations developed during his deanship, including: the enhanced humanistic education model; Advanced Education in General Dentistry residency programs; International Dental Studies Program; Oral and Maxillofacial Surgery program; Frontiers in Dentistry lecture series; community outreach presence; MBA, MA, and EdD programs for faculty and staff; leading the ADA in a campaign to raise \$1.3 billion for dental education as President of the Foundation
- ❑ Art has also received numerous honorary degrees and multiple professional awards not listed here.
- ❑ Married to Katherine Agnes Groo Dugoni since 1949
- ❑ 7 children
- ❑ 15 grandchildren
- ❑ 3 great grandchildren

#### **How I came to know Art Dugoni – the concepts of MBWA and KYMSS – and Leadership**

In September 1986 I had recently completed my periodontal residency, and had started practice with a small dental group in Petaluma. To make ends meet, I accepted an Assistant Clinical Professor position at Pacific, where I taught until 1995. The second week I was on the clinic floor, as the students were setting up to begin the morning clinic, Gretchen Bruce (who had begun teaching at Pacific the same day I did, and who continues today on the periodontal faculty there) was filling me in on her views on what qualities made for a “smooth” periodontal surgeon. Art Dugoni appeared behind us, addressed us both by name, and spent the next twenty minutes getting acquainted with us. He emphasized several times during the conversation how pleased he was to have such bright young scholars on his team. Gretchen and I were humbled. We both have shared how respected and valued we both felt—and how this yielded a comfort, confidence and sense of unity as members of a remarkable institution.

In the years since, every Pacific graduate I have met has commented that they had a personal relationship with Art Dugoni. Every faculty member, every administrator, the ladies in sterilization, the janitors—every single person had (or still has) a first-name relationship with this man.

During our interview, I asked Art how he remembered so many names, how he managed to know something about everyone, how the heck he could make the time to do this with everything he had on his plate. He laughed and then looked squarely at me. He worked at it! His executive assistant scheduled an hour two or three days each week—different times on different days—for MBWA—Management By Walking Around. Emergency clinic. Bill Carpenter’s office. Anatomy lab. Second year clinic. Maintenance team. Freshman lab. Meet the new perio faculty guy from Venice Beach. Then take notes and study them. Learn the names. And when talking with people, when at meetings—even when he passionately wanted to get a point across, when he felt certain his viewpoint and goals were best for everyone involved—he developed and followed another acronym. KYMSS—Keep Your Mouth Shut, Stupid.

Early on, Art realized that everyone must have a voice and that more important, in many situations

critical information or ideas were shared at meetings that might have been missed completely had he used his authority to state his views before others had their chance.

KYMSS meant more to Art Dugoni than listening and keeping a lid on what he had on his mind, until the time was right. It keyed into concepts Art sincerely believed and that he used effectively in his roles as Dean at Pacific, as CDA and ADA President, and in every other organization he has chosen to lead.

*The concepts:*

- Effective Leadership Is 1/10 Leader, 9/10 Team;
- Be At The Table—Together;
- Don't Do Something If You Can't Make A Difference;
- Money Isn't A Bad Thing.

***Effective Leadership Is 1/10 Leader, 9/10 Team***

“The leader who doesn't build strong teams, the leader who is afraid to bring people aboard who are better than he or she is, is doomed. You have to have faith to bring people aboard who are better than you at what they are going to do. They may not be better than you at what you're doing. In my case, I brought in an academic team. Dave Chambers, much smarter than I was, a PhD from Harvard, others with PhD's from Stanford, MBA's, so forth and on down the line. Orthodontic chairs much smarter than I and more involved.” “You put out the ideas and vision, and then you build the teams to make them happen. You can't be in the trenches to do it—that's a mistake—because then the organization is only as good as you are.” And something else: “Individuals who abuse power, who do things for self-service or who are arrogant—they don't fit.” In building the faculty and administration he envisioned at Pacific, Art politely, but firmly, eliminated a number of individuals. “You build on the positives.”

***Be At The Table—Together***

Art emphasized that in any organization—be it a dental office, dental school, professional association—participating fully, showing up on time, every time, and being involved as if it matters—is critical to success for the organization and as a leader. “Be at the table!” He touched again on the importance of listening, but also of getting involved and being unafraid to change things in order to be effective. “I believe strongly in communication. The dental profession has to ‘be at the table’ every place, whether it be with ADA, CDA or the American Dental Education Association (ADEA). I'm especially proud of bringing together the ‘ivory tower’ of education and ‘the giant’ on 211 East Chicago Avenue, the American Dental Association.

There was a huge chasm about the size of the Grand Canyon, between the American Association of Dental Schools (the name of ADEA at the time) and the ADA. It became competitive. There was a lack of respect and appreciation on both sides for each other. As President, I engineered and brought together meetings between all the leaders of the American Dental Association and the leaders in the American Association of Dental Schools, with the goal to discuss every issue that divided us and all the issues that could unite us, because we were too small to be in separate cocoons. The cocoon of education, the cocoon of practitioners, the cocoon of organized dentistry—all too small. We needed to be together.”

If Art Dugoni wields magic, it is in bringing people and entities together. The humanistic model of education—which I will devote more time to later—and which distinguishes Pacific—is based on a coming together of individuals, ideas and philosophies. I believe Art has applied this approach to all that he does in his professional and personal interactions. “We need to respect each other. We need to understand each other.” In speaking of challenges our profession is facing with “corporate dentistry” Art suggests the same approach: “There are a lot of challenges facing our profession right now—midlevel

providers being a major one. Do we address them with a biased view that is only in the best interest of our profession? Or should it be in the best interest of the patients we are privileged to serve? Can it be a combination of both? We need to keep our options open. We need to have civil, thoughtful discourse, conversations that allow equal time for each viewpoint.”

***Don't Do Something If You Can't Make A Difference***

I asked Art what considerations and motivations went in to accepting some of the demanding positions he has held during his career. He began with telling me about one of the most challenging decisions he ever made, in 1977. He and Kaye were building a family. He had a busy, very successful orthodontic practice, and was enjoying a professorship at Pacific. There was balance. He was approached by administrators from the main (University of the Pacific) campus in Stockton and from the dental school to consider stepping up as Dean. “It meant an 80% cut in income. Eighty percent!” He and Kaye discussed it at length. Art wrestled with the decision, discussed arrangements with the administration for practicing part time so he could meet his family’s living expenses, and then made a decision that profoundly changed his life. “That decision was not of the mind, but of the heart. I knew I could make a difference. Kaye supported me 100%.”

As the years went by, Art thoughtfully took on an impressive number of obligations outside of his responsibilities at Pacific. “What I wanted to do was to set an example of getting involved in organizations and helping to make a difference. I felt by doing that, I could motivate and inspire faculty initially, later staff, students and alumni to become involved in organized dentistry, dental education organizations, or perhaps involved in their communities in leadership roles—be it as city supervisors or on educational committees.” He hit again upon this core Dugoni philosophy: “To me, a true professional should make a difference—in their communities and their profession.”

Art emphasized that there had been a significant number of positions, opportunities and honors he had turned down—including among them, serving as President of the University of the Pacific. “You must be sure you have the time and the commitment, obviously the ability, to carry out the responsibility, and you need to research carefully when you are asked to pursue an obligation—what is the goal and vision of that organization, you are considering getting involved with?” And this: “The worst thing to do is accept an obligation for the title, in which you maintain only the status quo, in which you make no difference at all.... Huge mistake.” By contrast, working hard, working with other outstanding, dedicated people in service to the community, “...expands you. You come away, by serving, with a totally broader view.” “I found out that by getting out and getting involved, there was more satisfaction internally for me, because it turned on my juices, stimulated me to think, stimulated me to do more homework, stimulated me to learn more about people, about how people make decisions, how to motivate people, how to build teams.” And finally, “I think once you take responsibility, mediocrity is just not good enough.”

***Money Isn't A Bad Thing***

Art encountered frustration in his military career when there were inadequate resources to carry out goals and missions, similar frustration in his early days at CDA, the ADA, and at the FDI. Likewise, Pacific faced many fiscal challenges when he came on board as Dean. So that Dugoni magic for bringing people and entities together at the table came into play again—focused on creating means to fund the goals for organizations he was passionate about. “At CDA, we went from a very modest budget to the development of non-dues revenue or income centers, to produce income to help run the organization and give it the resources to carry out its programs. Same thing at the ADA, same at the FDI.” “Missions and goals are carried out by talented people, people with vision and passion. And also, you have to have the economic resources to carry them out. Money isn’t bad. In the old days, we used to think, ‘don’t go to bed with industry’—that’s bad. Well, that’s wrong. We need to build alliances with industry. That’s what we did at Pacific. We built alliances with people in Silicon Valley. We built alliances with major corporations—they have huge resources. There are more PhD’s at Proctor & Gamble, Colgate



and Pfizer than the dental school has and yes, they're part of a bottom line motive. However, we can share talent and resources, preserving integrity."

Art is also deservingly and tremendously proud of the fact that Pacific alumni are among the most supportive and generous of any dental school in the country. There were over 120 endowments created during his deanship, and there are another 75 in the process of being funded. Result: a continually increasing presence in the community, expansion of programs for students, faculty and patients, thoughtfully engineered improvements in the quality of education and care every individual encounters who has contact with Pacific.

### **The Humanistic Model Of Education**

When Arthur Dugoni took the reigns as Dean at Pacific, Dale Redig (who had served as Interim Dean, and who then moved into the Executive Directorship at CDA) had introduced a new concept of education, a Humanistic model, which was viewed skeptically by many long-term faculty and administrators. Art was not only on board with the concept, he passionately believed it fit precisely with his vision for the school. "I wanted a culture that smelled different, felt different, and was the most demanding experience in our student's lives, but one that they would do over again in a heartbeat. A culture founded on a sense of belonging, of trust and mutual respect." Art Dugoni personifies this culture. "To me, that was the greatest of all rewards as an educator, helping to build on the 'Redig model', to create and enhance a Humanistic model. A model that opened up the avenues for respect and mutual trust between all parties in the institution, whether it be staff, student or faculty... As an educator, that's what I'm most proud of."

"At Pacific, we build people. Along the way they become doctors. Building people who care, who have honesty and integrity as the basis of everything they are. Dentistry is only part of this."

### **Some of the ways this happens:**

- Respect for each other. "From the outset."
- Looking beyond what a student or faculty member can do at this moment. "You learn how you can grow them. Make them better than they ever thought they could be."
- Teaching dentistry as both an art and a science. "Art—as in empathy, connection, caring, availability, lack of arrogance, solid values. Science—as in skill, technical expertise, knowledge, precision."

In my years as a clinical instructor at Pacific, I was always inspired by the sincere personal and professional bonds between students, faculty and staff, the sense of accountability and trust, and the palpable atmosphere of working together. Graduates almost without exception exemplify confidence, a sense of community responsibility, and appreciation for the experience they had becoming professionals. It works. Art knew that in his heart that it would.



*Five sons and son-in-law at Giants spring training – From left to right: James –Senior Associate Athletic Director at Pacific; Michael – Educator; Art; Steven – Professor/Orthodontist; Art – Lead Graphic Designer; Russell – Apple Computer; Bert Rouleau son-in-law: orthodontist.*

## SECOND YEAR RESIDENTS' REPORT

*By Jonathan Gluck, Class of 2014*

Our class returned on January 6 from a relaxing two-week winter vacation, looking forward to the remaining nine months of orthodontic residency. Since starting the second year last July, our class has built upon our experiences from the first year, in both the classroom and clinic.

Since the beginning of the year, we have our Monday mornings in a “finished case” seminar. Always a resident favorite, the seminar allows all of the residents and faculty to discuss a case from start to finish. We diagnose and treatment plan the case together, then analyze the mechanics implemented and overall treatment changes as seen on the cephalometric superimposition. After seminar, we spend the a few hours with Dr. Park learning the ins-and-outs of using microimplants. Starting with a background in bone biology and theories behind implantation, we have progressed to applying these principles to clinical situations. So far, we have learned techniques for incisor retraction, open bite correction with intrusion, molar distalization for Class II and III, maxillary protraction, and palatal uses of microimplants. In a few months we will present our own microimplant cases to the group.

We spend every Tuesday morning with Dr. Roger Boero in a course called “Principles of Orthodontics,” a weekly intensive literature review with a strong emphasis on applying evidence-based orthodontics to clinical practice. Dr. Boero encourages us to approach various clinical situations with an inquisitive mind, basing our treatment decisions on sound principles of biomechanics and facial growth. Recently we reviewed the topic of retention. Our study focused on tooth changes we can expect to occur post-treatment, as well as the efficacy of different retention protocols and appliances. As we finish some of our own residency cases, these lessons will allow us to make informed decisions regarding retention. Also it provides us with a solid foundation for educating our patients on the changes that can potentially occur in the months, years, and even decades following orthodontic treatment. Our next topic will be functional appliances. Considering the recent articles published in the AJODO, the timing of our syllabus could not be better.

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In the second half to the week, our didactic curriculum consists of a review course for our ABO Written Exam on Thursday mornings with Dr. Oh. We are scheduled to take the exam in April, and for the next several months we will be reviewing a multitude of orthodontic subjects. Rounding out the week, on Friday mornings we are continuing Dr. Valley's Practice Management seminars. So far, we have had sessions with Dr. Bob Haeger on managing multi-disciplinary cases, using Excel as a practice management tool, and Dr. Ann-Marie Gorczyca, who gave an exhaustive presentation on marketing strategies. We are looking forward to our upcoming seminars, and even more excited to implement what we have learned after graduation.

Aside from carrying a busy classroom schedule, we have been working hard in the clinic. Following the “transfer season” upon the graduation of the Class of 2013, we have settled in with our big sib's patients, and are also continuing the cases we began in our first year. We have implemented many different treatment strategies, mechanics, appliances, and philosophies. On any given afternoon in the clinic, there are all sorts of cases being treated. Stop by and you might see Invisalign, microimplants, Herbst appliances, surgery cases, cleft lip & palate cases, Class II extraction & non-extraction

## SECOND YEAR RESIDENTS' REPORT (CONT'D)

cases, multidisciplinary cases, Hyrax and face-mask cases, and many more. And of course, on Wednesday mornings we are treating mixed dentition patients with all kinds of malocclusions. We have also identified a group of potential ABO patients and are working meticulously to prepare these for presentation to the board. It is exciting to see the progress being made with each visit. Over the new few months we are looking forward to finishing more of our own cases and will be proud to present them for the Finished Case Display in September.

When we are not studying, bending lower lingual arches, or reading articles, we have enjoyed the lighter side of orthodontic residency. Recently, one of our classmates, Dr. Walied Touni, born and raised in Cairo, Egypt, treated the entire orthodontic department to an Egyptian Day. The day was a celebration of Egyptian culture, history, music, and most importantly, food. Dr. Touni shared with us a feast of Egyptian food, containing over 12 different items, including dolmas (stuffed grape leaves), kofta (meatballs), and Kunafa, Baklava, and Baspousa (desserts). Not a single person left hungry, nor without newfound knowledge and appreciation of our classmate's culture.



*A taste of Egypt*

We have become a close-knit group and started a tradition of treating our classmates to lunch on their birthday. When the school moves in July, I am sure we will all miss getting to choose our favorite Fillmore Street establishment on our birthday. This tradition even applied to taking Dr. Park for dinner on his birthday, which one it was though, remains a mystery.

Over the past 18 months we have been lucky enough to attend many professional meetings and courses. We travelled to Lake Oswego for Dr. Terry Dischinger's In-Office AdvanSync Herbst appliance course. We attended the PCSO annual meeting in Monterey and San Diego. We visited with our fellow orthodontic residents at GORP, in Ann Arbor, Michigan (Go Blue!) and Chapel Hill, North Carolina. Probably our favorite trip so far was to Dr. Bob Fry's farm in Urich, Missouri. We spent an amazing day and a half there, riding four-wheelers, learning to drive a tractor, and embracing the peaceful wide-open spaces. After that we were able to visit several of their offices outside Kansas City, learning practice management, and checking in on recent Pacific graduate Dr. James Galea (Class of 2012). Perhaps the highlight of the trip was not one, but two meals at Oklahoma Joe's BBQ, a world-renowned BBQ smokehouse. Our last trip of residency will be to New Orleans for the AAO Annual Meeting in April. We are excited to learn from some of the world's greatest orthodontists and take in a few days in the Big Easy.

Overall, it is hard to believe we have less than nine months of orthodontic residency to go. It's been a whirlwind of an experience and amazing to look back on how far we have come. In the next three quarters we hope to gain as much clinical experience as possible and do our best to prepare for entering in the orthodontic profession. We're forever grateful for the guidance and mentorship of our full and part-time faculty, and look forward to nurturing those relationships through September 2014 and beyond.

All The Best,  
Walied, Eric, Iroshini, Elyse, Charlene, Nick, Laurie, & Jono



## FIRST YEAR RESIDENTS' REPORT

*By Jesse J. Punch, D.M.D. and Jennifer Yau, D.D.S.*

*Hello Trident readers!*

We all made it through our three-week orientation with great enthusiasm and coffee! We learned much in our typodont course such as how to place brackets and seat bands, how to tie in archwires and the basic mechanics of contemporary orthodontic brackets. Seven months ago these basics of orthodontics were a challenge, but today we take this knowledge for granted.

In August of 2013, University of the Pacific graciously funded our trip to the Graduate Orthodontic Residents Program (GORP) held in Chapel Hill, North Carolina. Here we got an opportunity to form new friendships with our fellow first- and second-year residents, catch up with friends (old and new) and attend other orthodontic programs. We participated in engaging lectures and even had an opportunity to attend a presentation by Dr. Proffit on accelerated orthodontics.

GORP holds an annual t-shirt design contest, and programs compete in coming up with the funniest and most creative shirts. We are proud to announce that our program tied for first place! Go Pacific!



In September, we attended the third-year class graduation, which included a keynote lecture by Dr. Dan Grauer. We also were present for the third-year master's thesis presentations. We miss the third-year residents, even if we only shared the clinic with them for three months. It's always a nice surprise when they come back to treat their ABO patients!

In October, we flew to Portland Oregon to visit Dr. Terry Dischinger's office for a weekend seminar on the Herbst appliance. We were presented cases and were taught the basics of Herbst appliance therapy, and we were able to see many patients being treated using this cutting-edge technology. After our visit, we all had an opportunity to bond up our very own Herbst case. Let me tell you, without an assistant, it is quite a lot of work!

We are so lucky in this program to be able to assist in the interview process for the next incoming class. We provided snacks and beverages; hosted a fun evening of dinner, drinks, speed dating and socializing; presented slide shows, gave tours of the school and surrounding area; (even though we will be moved into Fifth Street before they matriculate) and actively participated in the formal interview. To say the least, the resident voice is respected by the faculty, and it is wonderfully refreshing to be included in the future of University of the Pacific!

## FIRST YEAR RESIDENTS' REPORT (CONT'D)



*Orthodontic Department Halloween Dress up day!*

On Saturday, February 1, 2014, the dental school invited its orthodontic department to participate in its Give Kids a Smile Day (GKAS). GKAS has been held annually to offer free services, including oral hygiene instruction and cleanings, to the community. This year the orthodontic residents and fellows volunteered to conduct screenings and educate the community about orthodontics. The event was a huge success! The parents and their children not only became more aware of the importance of the oral cavity but also enjoyed a fun-filled day with hands-on activities and even a petting zoo!

Seven months into our residency and time seems to have passed in a flash. What will the next months bring? Find out in the next issue of Trident!







## OUR TYPODONT COURSE: A BRIEF HISTORY

*Katherine Kieu, Class of 2012*

Since our Graduate Orthodontic Program was launched in the early 1970s, our typodont course has undergone various transitions. Dr. Harry Hatasaka, who completed his orthodontic training at the University of Washington and is a member of PORG with Dr. Arthur Dugoni, was the founding typodont course director. Alongside Dr. Dennis Teruya, Dr. Hatasaka originally designed typodont exercises that were tailored after the Tweed course, while also infusing his own “system’s approach” to treatment planning.

This meant that residents were expected to be able to bend upper .021” x .025” stainless steel stabilizing archwires that fit passively into standard edgewise brackets in the initial malocclusion. Residents quickly learned how to incorporate tip, torque and in-out bends.

Upon graduating from his orthodontic residency program, Dr. Kenneth Shimizu '87 was invited by Dr. Hatasaka to join the typodont faculty. When Dr. Hatasaka turned the course over to him in the early 1990s, Dr. Shimizu continued to use edgewise brackets for a few years before incorporating pre-adjusted brackets. Twenty-six years later, Dr. Shimizu still enthusiastically serves as the course director and practices in Sunnyvale.

Dr. Bert Rouleau '82 was asked to become a typodont instructor in 1989 when Dr. Teruya passed away. In addition to teaching the typodont course, Dr. Rouleau has been enthusiastically working with students in the clinic on Wednesday afternoons since 2012. When Dr. Rouleau is not at school, he is at his practice in Mountain View.

In 1994, Dr. Adrian Vogt '94 joined the team when he graduated. However, after four years of teaching the course, Dr. Vogt decided to trade in typodonts for patients in the clinic. He joined the mixed dentition faculty on Wednesday mornings and has been there ever since. Dr. Vogt currently practices in San Mateo.



*Dr. Bert Rouleau '82 with the Class of 2015.*

## TYPODONT COURSE (CONT'D)

After practicing orthodontics in Los Altos for almost three decades, Dr. Neil Ross '77 began his stint as a typodont instructor in 2004, a year after Dr. Hatasaka decided to retire from teaching the course. Dr. Ross had to leave in 2010 due to medical reasons.

Subsequently, Dr. Chris Anderson '06 joined our typodont faculty in 2011 having been in private practice for seven years with Dr. Bas Wafelbakker in Morgan Hill, Gilroy, and Hollister.

Currently, the typodont course utilizes pre-adjusted brackets in conjunction with NiTi, Beta-Ti, and stainless steel archwires in order to make lab techniques more closely parallel the clinical experience. Since the course only runs for two quarters, this also allows for greater speed and efficiency in preparing residents for the graduate clinic.

### Complete List of Former and Present Typodont Faculty:

Dr. Harry Hatasaka  
Dr. Dennis Teruya  
Dr. Kenneth Shimizu\*\*  
Dr. Bert Rouleau\*\*  
Dr. Adrian Vogt  
Dr. Neil Ross  
Dr. Chris Anderson\*\*

Note: \*\* represents our current typodont faculty

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**SINCE OUR GRADUATE  
ORTHODONTIC PROGRAM WAS  
LAUNCHED IN THE EARLY 1970S,  
OUR TYPODONT COURSE HAS  
UNDERGONE VARIOUS TRANSITIONS.**

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## AMERICAN BOARD OF ORTHODONTICS UPDATE

***Steven Dugoni, Class of 1981***  
***Director of the American Board of Orthodontics***

Congratulations to our graduates: Ehsan Karimian (2013), Courtney Ray (2012), Jae-Sik Hur (2006), and Jamie Varela (1992) who were certified by the American Board of Orthodontics at the November Clinical Examination in St. Louis at the ABO Examination Center. Ji-Hyun Ahn (2013) and Victor Lee (2013) have successfully "banked" cases and should complete their ABO certification in the near future.

Jamie Varela who came from Spain to St Louis to take the ABO examination 20 years after his graduation shared the following with me: "I would describe the experience as refreshing. First, facing a challenge that is so intimately related to what we do every day as orthodontic specialists. Selecting the cases was like a game, searching for a balance between the two objective indexes, to find cases severe enough to qualify which also were finished close to ideal. It is interesting that the concept of self-evaluation, requiring this thorough review of how we treat our cases turns out to be an excellent learning experience.



"I also would like to congratulate the Board for making possible the electronic submission of records that really facilitated the process. Regarding my short stay in St. Louis, I can only have words of appreciation for the staff members who were so friendly and attentive and to the examiners with whom I had what I would describe as an enjoyable high-profile professional conversation, and I just wished it lasted longer."

**Jae-Sik Hur wrote:**

"There are always fears with new challenges. However, I have never regretted my choices to these challenges. First was when I applied to UOP for orthodontic residency after my first orthodontic program at Seoul National University. Taking the ABO examination was the second challenge that caused me significant fear. However, I had enough courage to take [the] ABO thanks to [my] senior orthodontist colleagues and my professors who advised me to aim high and always try the best to achieve my goal. Saying "this is impossible" can achieve nothing, but saying "I will try" can create miracles."

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**GOOD LUCK TO THE CLASS  
OF 2014 WHO WILL BE  
TAKING THE WRITTEN  
EXAMINATION IN APRIL 2014  
AT THE PEARSON VUE TESTING  
CENTER IN SAN FRANCISCO.**

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**And Ehsan Karimian shared this:**

"My experience with taking the American Board of Orthodontics certification during my residency at UOP was very positive. Many orthodontists take the ABO examination after years of private practice, although it might be a choice for some at the University of the Pacific we had all resources available to become certified right after graduation. With many board-certified faculty in the department, you can identify your cases in a timely basis, gather answers to your questions regarding the ABO Examination and have constant feedback your ABO cases. I want to thank the Pacific faculty for their help and advice in preparing for the ABO examination. I feel that ABO certification, improved my ability to diagnose, plan treatment and monitor my patients progress towards having a healthy and aesthetic smile. I see myself committed to higher standards now."

Congratulations to Drs. Varela, Hur and Ahn who have been invited to show cases at the AAO meeting in April 2014 in New Orleans. This is a tremendous honor for our graduates to be selected to show their cases.

Good luck to the Class of 2014 who will be taking the Written Examination in April 2014 at the Pearson Vue Testing Center in San Francisco. Dr. Heesoo Oh will be conducting her ABO Written Examination preparatory course in the near future. She will then review the ABO Reading List to make sure they are prepared to do extremely well on the examination. If interested you can see the ABO reading list via this link: [americanboardortho.com/professionals/downloads/Written\\_Examination\\_Guide.pdf](http://americanboardortho.com/professionals/downloads/Written_Examination_Guide.pdf).

If you have any questions regarding the American Board of Orthodontics written or clinical examinations, please do not hesitate to email me at [Dugoni@americanboardortho.com](mailto:Dugoni@americanboardortho.com).

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## CLASS NOTES

In August 2013 Dr. Marta Baird opened her start-up practice in Pleasanton, CA. The project took eight months of planning, with the help of her architects at the Kohan Group, and four months of construction. Dr. Baird credits the opening of her practice—less than two years after graduating—to the motivation and inspiring words she received from the orthodontic faculty at Pacific. Without their encouragement, she would still be commuting eight hours a week with no end in sight. Congratulations are also due because Marta and her husband Simon are expecting their first child in the first week of August.

*Dr. Marta Baird '11 at her newly opened office in Pleasanton, CA.*



*Operatories complete with computer monitors.*

## CLASS NOTES (CONT'D)



REUNIONS: If any class or combined classes wish to have a stand-alone gathering or perhaps a gathering at an upcoming PCSO or AAO annual meeting, the Trident would be happy to publicize the event. A perfect venue for these reunions would be at our alumni receptions! Just email me at [orthojet@aol.com](mailto:orthojet@aol.com) and we will be glad to include your event in the next issue.

*Drs. Stephen Larson '86, Jetson Lee '86, Naphtali Brezniak '86, and Ken Shimizu '87 catch up. Naphtali traveled from Tel Aviv to present his latest material on root resorption on October 25, 2013. Ken was Naph's "little sib" while in the program.*



#1 Stanford fan RRR at the latest Rose Bowl.



Dr. Richard Rutter in his LAST Varsity/Alumni Water Polo game on October 19, 2013. The Varsity squad ranked #5 in the nation warmed up by beating #2 UCLA before being beaten by the Alumni 12-11.





*Dr. Harry Hatasaka with Joanne Rutter at the Rose Bowl.*

*We are more than happy to include updates (practice updates, family updates, etc.) and photographs in this Class Notes section of the Trident. Just email me anything that you want to share!*